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IN REPLY REFER TO
OPNAVINST 1750.1E
PERS-61
27 Jun 2005

OPNAVINST INSTRUCTION 1750.1E

From: Chief of Naval Operations

Subj: NAVY FAMILY OMBUDSMAN PROGRAM

Ref: (a) U.S. Navy Regulations, 1990
(b) OPNAVINST 3120.32C
(c) SECNAVINST 5380.1
(d) 5 U.S.C.
(e) SECNAVINST 1752.3A
(f) Joint Federal Travel Regulations, Appendix E
(g) COMNAVCRUITCOMINST 1754.1
(h) 10 U.S.C.
(i) BUPERSINST 1710.11C
(j) OPNAVINST 5218.7B
(k) 28 U.S.C.
(l) DOD 5400.11-R of Aug 83
(m) 18 U.S.C.
(n) DODI 1100.21 of 11 Mar 02

Encl: (1) Introduction
(2) Finding and Selecting an Ombudsman
(3) Foundation of the Navy Family Ombudsman Program
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(11) Sample Ombudsman Qualities
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(16) Ombudsman Resignation Letter Format
(17) Ombudsman Termination Letter Format
(18) Sample Ombudsman Assembly Instruction

1. Purpose. To provide policy and procedures and assign responsibility for implementation of the Navy Family Ombudsman Program. References (a) through (n) apply. This instruction is a complete revision and should be reviewed in its entirety.

2. Cancellation. OPNAVINST 1750.1D.

3. Discussion

a. The Navy Family Ombudsman Program is a Navy-wide program that improves mission readiness and is primarily executed at the local command. Commanding officers (COs) shall ensure the Navy Family Ombudsman Program is included in appropriate command inspections. Policy for the program is the responsibility of Navy Personnel Command (NAVPERSCOM) (PERS-6). Training and execution for the program will be developed and implemented by Commander, Navy Installations (CNI) (N2). Program requirements and guidelines are at enclosures (1) through (18).

b. In addition to the efficiency of the command, the CO is charged with responsibility for the morale, health, and welfare of command personnel and inherently their families, per references (a) and (b). These factors have a direct impact on command mission readiness. The command's Family Ombudsman (hereinafter referred to as ombudsman) assists the CO in carrying out this responsibility regarding family members. The ombudsman is a volunteer who must be the spouse of an active duty or selected reserve command member. The ombudsman serves as a vital asset in supporting the command mission by providing communication, outreach, resource referral, information, and advocacy.

c. For the purpose of this instruction, the CO also implies commanders and officers in charge, as applicable. Command master chief also implies chief of the boat or command senior enlisted advisor, as applicable.

4. Applicability. The provisions of this instruction apply to all active duty and Navy Reserve commands/units.

5. Action

a. The Chief of Naval Operations may appoint, in writing, one or more Navy Family Ombudsman-at-Large. Normally, because of the uniqueness of the role, the spouse of the Master Chief Petty Officer of the Navy and, historically, the chairperson of Naval Services Family-Line have been appointed to fill these positions. The Navy Family Ombudsman-at-Large will represent and report to the Chief of Naval Operations or his designee. The Navy Family Ombudsman-at-Large must work closely with the Ombudsman Program Manager to ensure the program continues to effectively serve the needs of commands and family members. Duties of the position are outlined in enclosure (6).

b. NAVPERSCOM (PERS-61) is responsible for establishing policy and ensuring that the program meets command, Sailor, and family member needs.

c. CNI (N212) is responsible for development and oversight of program implementation including development of ombudsman training and the certification of trainers. CNI shall establish the Ombudsman Quality Management Board to function as an advisory board for standardization, review, and improvement of the Ombudsman Program. Board composition and duties are described in enclosure (7).

d. Regional commanders will coordinate with local commanders to ensure that sufficient Ombudsman Assemblies exist in their region to support the area ombudsmen. Regional commanders, in coordination with Fleet and Family Support Centers (FFSCs), are responsible for conducting Ombudsman Basic Training (OBT) and advanced training.

e. COs:

(1) Will appoint one or more command ombudsmen in writing.

(2) Will appoint a sufficient number of command ombudsmen to be able to provide service for all family members.

(3) Will establish and execute their command's Family Ombudsman Program per this instruction and other relevant program operating guidance that may be issued by CNI.

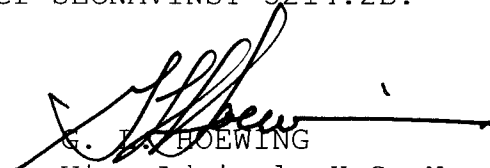
(4) Are responsible for providing funding for materials and expenses for their command ombudsman.

f. The Chief of Naval Operations will direct responsibility for funding of any Ombudsman-at-Large.

6. Forms and Report

a. DD 2793 (Rev. 2-02), Volunteer Agreement for Appropriated Fund Activities and Nonappropriated Fund Instrumentalities, is available at www.dtic.mil/whs/directives/infomgt/forms/ddforms2500-2999.htm, and SF 1164 (Rev. 11-77), Claim for Reimbursement for Expenditures on Official business, is available at www.dtic.mil/whs/directives/infomgt/forms/formsprogram.htm. This form is also available at <http://www.gsa.gov/Portal/gsa/ep/formslibrary.do?formType=SF>.

b. Reporting requirements described in enclosure (3) are exempt from reports control per SECNAVINST 5214.2B.


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INTRODUCTION

1. The Ombudsman Program was introduced to the U.S. Navy on 14 September 1970 by the Chief of Naval Operations, Admiral Elmo Zumwalt with a Z-gram. Admiral Zumwalt adapted his program from a 19th century Scandinavian custom originally established by the King to give ordinary private citizens an avenue to express their grievances to high government officials. The U.S. Navy shifted the focus away from the grievance-processing role to a primary focus on command communication, information, and referral.

2. The ombudsman is an appointed representative of the commanding officer (CO) and serves in two important roles as both a communications link between the CO and command family members, and as a professionally trained information and referral specialist for the command's families.

3. Ombudsmen perform their duties as directed by the CO and as provided for in this instruction. The CO will determine the priorities within the local program.

4. Ombudsman Appreciation Day is 14 September (or the Friday immediately preceding the 14th, if it falls on a weekend). While the 14th is of significance to the history of the program, commands are authorized to actually celebrate the event at anytime deemed appropriate during the month of September or as soon as possible after returning from deployment. This also can eliminate possible conflicts with chief petty officer training/initiation activities.

5. Both the command and family members reap benefits from a strong, effective ombudsman. The CO gains insight on the pulse of command family members via communication with the ombudsman and is able to take appropriate and timely action on issues of concern. Command family members have an avenue to express their concerns through the ombudsman. They will benefit from a well-trained ombudsman who can serve as an information and referral resource and address family issues with the command.

FINDING AND SELECTING AN OMBUDSMAN

1. Defining Relationships. Establishing and maintaining a successful Ombudsman Program requires an effective working relationship between the commanding officer (CO), executive officer (XO), ombudsman, command master chief (CMC), and where appropriate, the chaplain. One of the most important assets available to the ombudsman is the Command Support Team. The Command Support Team is designated by the CO and typically includes the CO, XO, CMC, their respective spouses, the ombudsman, and where assigned, the chaplain.
2. Assigning a Point of Contact. COs may assign a command member as a point of contact for the ombudsman, usually the CMC, and will decide what issues and events will be handled through the point of contact and which will come directly to the CO. Just as the CMC is charged with helping the CO with the welfare and the needs of command personnel, the ombudsman is responsible for helping the CO care for the families of the command. The success of one depends upon and is complimented by the success of the other. Personnel will inevitably bring problems and concerns from home, especially during deployments. When the CMC and the ombudsman work as a team, the readiness, retention, and performance of the command will be maximized. The CMC should be very knowledgeable concerning the Ombudsman Program and an integral source of advice, guidance, and support who can significantly impact the credibility and effectiveness of the command's program.
3. Chain of Command. When an ombudsman performs their assigned duties, they will often interact with other Navy commands or organizations, such as the Navy Exchange, Personnel Support Detachment, Navy Hospital, Navy Medical Clinic, and housing. All Navy commands have a chain of command, and the ombudsman must use them properly. Failure to do so will likely prove to be counterproductive and could diminish the ombudsman's effectiveness. Although a volunteer, the ombudsman represents the command and CO. Failure by the ombudsman to act as a professional will reflect poorly on the command. Functional efficiency is more readily achieved when the ombudsman understands the chain of command structure and how to properly use it. This relationship is optimized when the ombudsman enjoys the full trust and support of the CO.

4. Other Designated Advisors. The CO may select their spouse or the spouse of the XO, CMC, or another member of the chain of command to serve as an advisor to the ombudsman. Although not in a supervisory role, advisors can help the ombudsman by virtue of their considerable Navy experience. It is recommended that spouses of the command leadership and others in advisory roles attend Ombudsman Basic Training (OBT), preferably with their command ombudsman. This training will provide important guidelines and direction in assisting the ombudsman, as well as the requirements of confidentiality. In the event an ombudsman leaves suddenly, for any reason, a trained member of the Command Support Team can then fill in the position until another ombudsman is selected and trained.

5. Selecting an Ombudsman. An ombudsman shall be the spouse of an active duty or selected reserve member of the command, enlisted or officer. The ombudsman must be able to represent both the command and family members impartially. An active duty or reserve member cannot be appointed to any ombudsman position. The ombudsman needs to be viewed by the families as "one of them" so they will remain approachable and functional. An ombudsman with several years of Navy life experience will acclimate more easily and have greater credibility.

6. Candidate Search and Interview Process

a. Finding a qualified ombudsman is critical to the success of the program. Candidates can be solicited at quarters, by a letter from the CO to all command spouses, by a letter from the CO in the ombudsman or command newsletter, in the plan of the week, or on the command Web site. Whatever method is used, the desired qualities of the candidate and listing of potential duties should be included. Interested candidates can be asked to submit a completed application. A sample application is provided in enclosure (10). The job posting could include the position title, the term of the position, the primary duties and responsibilities, eligibility criteria, contact information, travel requirements (if any), the application format and deadline, the command Web site, and the names of other command ombudsmen (if applicable). Recommendations may be solicited from former ombudsmen, other command members, and spouses.

b. The following ombudsman staffing matrix is designed to provide for maximum effectiveness of a command Family Ombudsman Program:

# of Command personnel	# of Assigned Ombudsmen
1-250	1
251-1,000	2-3
1,000+	4 or more

7. Interviewing Ombudsman Candidates. The interview may be the most critical part of the selection process and is subject to validation requirements. Interview objectives should be position-related and well documented, and all candidates should be asked the same questions. Plan the interview in terms of the behaviors and responses to be observed, the evaluation standards applied, and the procedures for conducting the interview session. The interview should be objective and structured so the information to be obtained is well defined and recorded in a standard manner. A list of desired qualities and a sample interview format are provided in enclosures (11) and (12).

8. Selecting an Ombudsman. A qualified and well-trained ombudsman is a critical resource for the command. Failure to select the best volunteer can have a negative impact on the relationship a command has with its family members and can foster a bad image of the command and the Navy. It can be difficult to find a person who possesses all of the desired qualities and skills, so look for a person who has the potential to grow into a highly qualified and effective ombudsman. This requires strong command support and the professional training provided by the Navy's Ombudsman Training program and continuing training offered locally by the Fleet and Family Support Center (FFSC) and the local Ombudsman Assembly.

9. Appointing the Ombudsman. Once the interview and subsequent review of candidate qualifications is completed, the CO should select and appoint an ombudsman. Prior to appointment, the requirements of being the ombudsman must be clearly stated. Reference (c) requires development of a clear description of the duties and scope of responsibility of each volunteer position. This should include things such as the rules of confidentiality, administrative support, the ombudsman budget, continuing ombudsman training, attendance at ombudsman assembly meetings, and the command point of contact. If volunteers are still

willing to assume the appointment, they must read and sign DD 2793 (Rev. 2-02), Volunteer Agreement for Appropriated Activities or Nonappropriated Fund Instrumentalities, enclosure (14). The CO will then sign a letter of appointment. A sample of an appointment letter is at enclosure (15). Copies are given to the new ombudsman, the local FFSC, and the local Ombudsman Assembly Chair. The original will be maintained in the command's files.

10. Arranging for Training

a. The ombudsman should attend OBT before assuming ombudsman duties, but not later than 6 weeks after appointment. Should the ombudsman not receive this training before appointment, the command must arrange, through the nearest FFSC Ombudsman Coordinator, for the Commander, Navy Installations (CNI) standardized brief on basic ombudsman duties and responsibilities to be given the command ombudsman. This standardized brief will provide the ombudsman with an understanding of the requirements and responsibilities of the program, especially those regarding the Privacy Act, confidentiality, and items to report. Documentation of training using the standardized brief will be maintained with other training records.

b. If the command does not have access to a local FFSC, the ombudsman will receive the standardized brief discussed in paragraph 10a from the command designated point of contact. Documentation of this training will be kept with other ombudsman training records.

c. A copy of this instruction and any other program operating guidance that may be issued by CNI must be issued to the newly appointed ombudsman by the command at the time of appointment. The program manual can be downloaded from the Ombudsman Program website at www.ffsp.navy.mil/ffsp/ombudsman1/index.htm.

11. Probation Period. Recommended probation periods are 6 months for a first time ombudsman and 3 months for an experienced ombudsman. When appointing an ombudsman (especially one serving for the first time), a probation period allows both the CO and the ombudsman to evaluate each other. If a good working relationship develops, the CO can terminate the

probation period earlier than scheduled; however, if either the CO or ombudsman discovers it is not an effective relationship, they have an opportunity to end the situation gracefully. The first few weeks are the most critical time to lay the groundwork for long-term volunteer commitment. Turnover can be dramatically cut by implementing a thorough, well-executed orientation program. Demonstrating commitment to the new volunteer's success early on fosters trust and loyalty.

12. Ombudsman Resignation. A letter of resignation is required, and the ombudsman's term of service automatically expires, when the ombudsman's spouse transfers from the command, is discharged, transfers to the Fleet Reserve, or retires. A letter of resignation is also required when the CO is relieved (change of command); however, the new CO may request the current ombudsman to remain until a new ombudsman is trained and in place or may offer to reappoint the incumbent. A sample resignation letter can be found in enclosure (16).

13. Termination of Service for Cause. This should occur when the ombudsman violates the Code of Ethics, knowingly fails to execute their responsibility regarding the issues required to be reported, or knowingly submits an unauthorized claim for ombudsman funds outside the boundaries established by regulation and the CO. A sample termination letter is at enclosure (17).

FOUNDATION OF THE NAVY FAMILY OMBUDSMAN PROGRAM

1. Ombudsman Code of Ethics. The Ombudsman Code of Ethics is the essential foundation upon which an ombudsman's credibility is established and maintained. The ombudsman must remain committed to strict adherence to the code. The ombudsman will:

- a. Support the command's mission.
- b. Work within the chain of command as directed.
- c. Maintain confidentiality.
- d. Maintain the highest standards of professionalism.

2. Roles and Functions of the Ombudsman

a. The role of an ombudsman is a unique opportunity for a Navy spouse to expand their knowledge and competencies while helping command family members successfully navigate the challenges of Navy life. As a representative of the commanding officer (CO), the ombudsman is charged to follow the applicable regulations and the directions of the CO. To be more effective, it is important that the ombudsman become familiar with Navy ranks, ratings/rates, types of commands/communities, and service customs and traditions.

b. While procedures are established by this instruction, each local program will vary due to the geographic location, command status (deployable, non-deployable), size of command, and the CO's priorities. The size of the command and the CO's preference will dictate the number of ombudsmen assigned. The CO will establish program parameters, including what type of administrative and budgetary support the ombudsman will receive.

3. Fleet, force, and regional commanders may assign an ombudsman to serve in an area-wide position. This position has proven to be a valuable asset to commands and to the Ombudsman Program. COs may supplement the following guidelines:

a. Serve as the ombudsman for staff family members unless other ombudsmen are assigned specifically for that purpose (required).

b. Support, but not supervise, command family ombudsmen throughout the area of responsibility.

c. Verify that appropriate training is adequately supported and occurring for area ombudsmen.

d. Collect and report ombudsmen data as required by the commander.

4. The ombudsman will:

a. Serve as the liaison between command families and the command. Keep the CO informed regarding the general morale, health, and welfare of the command's families.

b. Communicate regularly with command and command family members. Contact families upon arrival as soon as possible to introduce themselves and explain how they can be of help to the family.

c. Develop and distribute a command-approved monthly or quarterly newsletter, or if not possible, contribute a command-approved column in appropriate publications. Additional guidance for newsletter preparation may be found at www.ffsp.navy.mil/ffsp/ombudsman1/index.htm.

d. Establish and maintain an up-to-date and timely telephone tree to rapidly distribute and gather information.

e. Become knowledgeable of all programs offered at the local Fleet and Family Support Center (FFSC). By doing so, the ombudsman can keep family members informed of available resources and then confidently recommend the services.

f. Know the roles of other support organizations available to Navy families.

g. Contact the FFSC or chaplain for referral recommendations if they believe assistance may be needed.

h. Maintain well-organized, active, and up-to-date communication records on the performance of their ombudsman duties.

- i. Serve as a source of emergency and crisis information.
- j. Perform other official roles, functions, or duties assigned by the CO.

5. Directing the Ombudsman. In addition to responding to the needs of the command's family, the CO may direct the ombudsman to:

- a. Assist in the organization and implementation of the command welcome program, (Command Sponsor Program) and participate in the indoctrination and orientation programs for new command members.

- b. Represent the command at local ombudsman assembly meetings.

- c. Represent the command on committees, boards, and working groups in the military or civilian community that are providing service and support to command families.

- d. Work closely with the other members of the Command Support Team.

- e. Establish and maintain an up-to-date and timely telephone "Careline" to distribute and gather information.

6. Ombudsmen are NOT COUNSELORS

- a. Ombudsmen are advocates for both the command and command families and are trained to provide information and make referrals. They **ARE NOT** social directors. A formal or informal spouse or family support group conducts social duties; however, it **IS** appropriate for ombudsmen to support and participate in these activities. It is an excellent time to get to know the family members and for them to get to know the ombudsman. Announcements of social events that promote the morale, health, and welfare of command families may be included in the ombudsman newsletter. As a command family advocate, the ombudsman should always be interested and understanding when contacted by family members and then expeditiously provide the needed information and/or appropriate referral.

b. The ombudsman, by virtue of training and experience, must empower family members to help themselves. The ombudsman maintains an up-to-date list of resources so family members can be referred effectively to the appropriate agency. The ombudsman's responsibilities do not include babysitting, taxi services, or shopping services.

7. Confidentiality. The ombudsman shall adhere to the strictest code of confidentiality to protect the privacy of individuals and to maintain the credibility of the Navy Family Ombudsman Program. Confidential information is sensitive information about a servicemember or family member that is kept within the CO's designated network for official use only. Release of confidential information is regulated by the Privacy Act, reference (d). It can be relayed only to other governmental persons or agencies on a need-to-know basis unless the service or family member gives written permission. Failure to maintain confidentiality will result in a lack of confidence in the ombudsman by the CO and the affected Sailor/family member. It can also cause severe and irreparable harm to individuals.

8. Command Roster. A copy of the Command Roster shall be provided to the ombudsman for their use in maintaining contact with family members. The Command Roster is Privacy Act protected information and confidentiality of the information must be maintained per the provisions in reference (d).

9. Correspondence. All official correspondence, including all letters and newsletters, must be approved by the command. Any correspondence, such as personal notes about family members, will be destroyed prior to turnover to a new ombudsman if the issue is closed. Unresolved issues will be brought to the attention of the CO who will decide what will be passed to the incoming ombudsman.

10. Reportable Issues Requiring Immediate Action

a. The following situations require immediate action and must be reported to the appropriate official/organization and the CO, per reference (e):

- (1) All suspected child abuse/neglect.

- (2) Alleged spouse abuse.
- (3) Suspected/potential homicides, violence, or life endangering situations.
- (4) All suspected/potential suicidal risks.
- (5) Issues identified by the CO as reportable.

b. The safety and well being of every individual takes precedence over their right to confidentiality. The ombudsman must be trained in proper referrals and maintain a current resource list. They should also be aware of their limitations and offer immediate support and referral. The ombudsman should also inform the individual of their requirement to report all incidents to the chain of command. Additional information about this subject is available at www.ffsp.navy.mil/ffsp/ombudsman1/index.htm.

11. Child Abuse/Neglect or Spouse Abuse. Incidents of child and spouse abuse must be reported per reference (d). When allegations of child and spouse abuse come to the attention of a command, the Family Advocacy Representative (FAR) shall be notified. The FAR shall inform the member's command and law enforcement officials. Child abuse is defined as the physical or mental injury, sexual abuse or exploitation, or negligent treatment of a child. It does not include discipline administered by a parent or legal guardian to their child, provided it is reasonable in manner and moderate in degree and otherwise does not constitute cruelty.

a. A child's safety and well-being are protected by law. All States and U.S. territories have mandatory child abuse/neglect reporting statutes. All Department of Navy personnel, as well as ombudsman, must report any incident or suspected incident of child abuse occurring on a military installation or involving persons eligible for Family Advocacy Program (FAP) services, to the local FAR. The threshold for reporting is very low in that even the suspicion of child abuse/neglect must be reported. Suspected child abuse incidents should be reported to the nearest local law enforcement authorities and State Child Protective Service Agency.

b. Physical and sexual assaults occurring within the family merit the same concern and level of intervention as any assault between unrelated persons. All allegations of spouse abuse should be reported to the FAR, who will advise on appropriate action. The ombudsman must inform the family member of the importance to report cases of domestic violence. As a guide, the ombudsman should consider spouse abuse to have been alleged if the spouse discloses to the ombudsman an incident of abuse, a third party (e.g., a child) discloses to the ombudsman that they witnessed spouse abuse, or the ombudsman has first-hand knowledge of an incident of spouse abuse. Trained professionals should determine the validity of allegations, not the ombudsman. An ombudsman who suspects that spouse abuse might be occurring should advise the individual that support is available and provide information on available FAP or community resources. If at any time the ombudsman feels that the life, health, or safety of an individual is in imminent danger, the ombudsman is required to report the situation immediately to the FAR and appropriate command. Safety is the ultimate concern for anyone involved in an abusive situation.

c. When an adult discloses sexual assault outside the marital relationship, the ombudsman should be aware of the victim's rights and provide information on available assistance through the FFSC or through local community victim intervention programs. The victim's privacy should always be maintained, and information shared only with Navy personnel who have a need to know (executive/command level). Sensitivity to the victim's privacy is paramount. If the assault occurred on Navy property or within Navy jurisdiction, the incident must be reported to the Navy Criminal Investigative Service and the victim's command.

12. Potential Homicides, Violence, or Life Endangering Situations. When an ombudsman becomes aware of the potential for one of these situations, the proper authorities must be informed immediately.

13. Suspected/Potential Suicide Risk. The ombudsman will notify the chain of command and keep the situation confidential within Navy regulations and the law.

14. Command Determined Reportable Issues. Because of a concern and responsibility for the welfare of the command's family

members, the CO may require the ombudsman to report additional situations.

15. Mandatory Reporting. Reporting the aforementioned incidents/situations is a requirement, not an option.

16. Data Collection and Reporting. The ombudsman will collect data on the services provided and the time expended. A copy of the Ombudsman's Telephone Log is to be provided to the command as directed. Additionally, a copy of the Ombudsman Monthly Metric data collection sheet is to be provided to the command and the Ombudsman Assembly Chair. Sample forms can be found at the Ombudsman Program Website (www.ffsp.navy.mil/ffsp/ombudsman1/index.htm).

17. Additional Considerations for Command Ombudsmen Serving Outside of the Continental United States, Recruiting, and Reserve Commands/Units

a. Outside of the Continental United States. Living overseas presents different challenges and rewards for an ombudsman. Major challenges involve language, isolation, communication, transportation, and cultural differences.

(1) Ombudsmen can greatly facilitate the relocation of new families if they work with the command sponsor program coordinator to receive advanced information on arriving families.

(2) Per reference (f), the command is authorized, budget permitting, to issue Invitational Travel Orders and fund the associated travel, berthing, meals, and incidental expenses for ombudsmen to attend non-local training that will improve their effectiveness.

b. Recruiting. Reference (g) provides supplemental guidance to the Recruiting Command Family Ombudsman Program.

(1) Organizational Structure. At a minimum, an ombudsman is to be appointed for each Navy Recruiting District Headquarters. A staff ombudsman will be appointed for Commander, Navy Recruiting Command; Navy Recruiting Orientation Unit; and each Navy Recruiting Region Headquarters. Due to the varying geographic characteristics of each Navy Recruiting

District, more than one command ombudsman may be required to adequately serve the needs of command families. Where additional ombudsmen are deemed necessary, one ombudsman should be designated to coordinate the Family Newsletter and serve as a central point of contact for general information; however, additional command ombudsmen shall report to their CO, not the designated ombudsman.

(2) Special Functions. Preparing welcome aboard materials for incoming families as well as maintaining listings of local resources is important. Collecting information on nearby military service centers and referrals to Military One Source (formerly Navy One Source) can assist families in locating local resources to meet their needs. Attending social get-togethers can be very useful for reducing the sense of isolation and provides an opportunity to meet families and assess their needs. A newsletter containing information of interest to command family members can reduce feelings of isolation and help keep families up-to-date about command news and available resources.

c. Navy Reserve Ombudsman

(1) Navy Reserve Benefits. Entitlement to some services can change based on the duration of periods of active duty served. The local Navy Reserve Activity will be able to provide specific eligibility information. Another good source of information can be found at www.defenselink.mil/ra/mobil/ in the mobilization section and at the Navy Family Ombudsman/ Program Web site, www.ffsp.navy.mil/ffsp/ombudsman1/index.htm.

(2) Understanding the Navy Reserve. Navy Reserve categories include drilling reservists in pay and non-pay status, Individual Ready Reserve, Standby Reserve, and those in the Fleet Reserve. Benefits vary according to reserve category. The local command career counselor or personnel office staff can provide additional information regarding reserve categories and entitlements. The Navy Reserve Ombudsman will mostly deal with drilling reservists and their family members.

(3) Providing information and referral to Navy Reserve family members can be a challenge for the ombudsman who must thoroughly research resources available in the areas where their command/unit family members live. Assistance can often be available

for authorized benefits at other military installations. Contact information for all the military services' programs can be found at www.mfrc-dodgol.org/progman.cfm. Other resources are the Navy Reserve Force Web site at <http://reserves.navy.mil/Public/Staff/WelcomeAboard/default.htm> and the Military One Source (formerly Navy One Source) website at www.militaryonesource.com and phone service.

(4) The Navy Reserve Ombudsman may be remotely located from most of the command/unit family members. This makes the use of technology critical for the timely distribution of information important for family members. Toll-free phone numbers, telephone answering machines, computers, etc., should be used if available and authorized by the CO.

(5) Coordination of ombudsman services during mobilization. When Navy Reservists are recalled to active duty for an extended period, family members usually do not relocate with them. The gaining command now assumes responsibilities for the Sailors and their family members. This can be a challenge for the gaining command's ombudsman. To ensure the reservist's family receives services to which they are entitled, the Navy Reserve Ombudsman should contact the gaining command's ombudsman to coordinate services. At the discretion of the respective COs, the two ombudsmen may agree to share responsibility for those family members who do not accompany the Sailor to the area of the active duty assignment. Reserve ombudsmen may contact the FFSC located in the area of the gaining command to learn how to get in touch with the reservist's new ombudsman. The FFSC Ombudsman Coordinator's contact information may be found on the Ombudsman Program Web site maintained by CNI at www.ffsp.navy.mil/ffsp/ombudsman1/index.htm.

PROGRAM SUPPORT

1. Funding and Reimbursable Support

a. Funding. Every command will establish a funding line item for support of the Command's Family Ombudsman Program. Reference (h) authorizes use of appropriated or non-appropriated funds (APF/NAF) in support of the Ombudsman Program. This includes reimbursement of personal expenses incurred during performance of ombudsman duties, when appropriate. It is important for the commanding officer (CO) and the ombudsman to discuss the budget and determine what support can be provided and what will be reimbursed. The ombudsman, based on the authorized budget, must document their expenses and submit SF 1164, Claim for Reimbursement for Expenditures on Official Business, to the command for reimbursement. This form can be found at www.dtic.mil/whs/directives/infomgt/forms/formsprogram.htm. When applicable, receipts must also be submitted.

b. Reimbursable Items. The ombudsman must be acting in an official capacity as directed by the CO to receive reimbursement for:

(1) Childcare not to exceed the local rate of the Child Development Center. Currently established Child Development Center usage priorities apply to the ombudsman.

(2) Mileage, parking, and tolls paid at the current Government privately owned vehicle rate. Mileage must be documented and parking and tolls require receipts.

(3) Communication equipment such as a computer, cell phone, pager, or other electronic device. Command-owned equipment may be issued to the ombudsman at the discretion of the CO if they decide the command program will function more effectively. This equipment must be accounted for and returned when the ombudsman leaves their position. The ombudsman must limit use of these items to execution of their official duties only.

(4) Internet service can be authorized if the CO determines it is important and economically efficient that

command families and ombudsman be able to stay in contact electronically.

(5) Telephone Lines. Reference (h) states telephone lines and any necessary telecommunication equipment may be installed in the private residences of persons who provide voluntary services. In the case of equipment installed under this authority, the CO may pay the charges incurred for the use of the equipment, for authorized purposes, using APF/NAF. Installation of such equipment must not be done routinely but only after careful consideration and subsequent decision that to do so is necessary for the command Family Ombudsman Program to function effectively.

(6) Travel expenses incurred during command-directed/authorized participation in training, conferences, etc., will be repaid. The expense report (SF 1164) and receipts must be submitted as required by the command.

2. Tax Credits for Volunteering Costs. Volunteers may be eligible to receive tax deductions from the Federal government for many costs associated with volunteering.

3. Incidental Expenses. Incidental expenses may be paid from APF, per references (c) and (h). The expense can only be incurred and paid directly by the command at the discretion of the CO. These are not expenses reimbursable to the ombudsman. The CO may use NAF for individual ombudsman appreciation dinners and ombudsman plaques and awards. Per reference (i), the NAF limitation is \$50 per ombudsman per year, not to exceed a total of \$500 (multiple ombudsmen) per annum per command. Cash awards are not authorized.

4. Other Support. Administrative support such as paper, envelopes, pens, copier service, clerical assistance, command telephone cards, and government vehicle transportation should be budgeted and may be provided from APF or NAF, as command resources permit.

5. Newsletter Expenses. The command will assume all costs for production and delivery of the ombudsman newsletter. The newsletter content must be approved by the command prior to distribution. If produced solely within the command, it is responsible for providing technical/administrative support,

paper, printer access, and delivery costs (stamps/bulk mail, etc). If it is printed/delivered by the Document Automation and Production Service, the command must approve and provide the funding. The local printing officer can provide guidance. Mailing of newsletters must be per reference (j).

6. Personal Protections Afforded Ombudsmen. An ombudsman, while providing services under this instruction, shall be considered to be an employee of the Government only for the purposes of the following provisions of law and regulation:

a. Reference (d), sections 8101-8152, concerning compensation for the disability or death of employees resulting from personal injury sustained while in the performance of their duty. Applicable volunteer compensation computation is described in reference (h), section 1588. Reference (d), chapter 81, states the United States shall pay compensation for the disability or death of an employee resulting from personal injury sustained while in the performance of his duty, unless the injury or death is:

(1) Caused by willful misconduct of the employee.

(2) Caused by the employee's intention to bring about the injury or death of themselves or of another.

(3) Proximately caused by the intoxication of the injured employee.

b. Reference (k) provides additional information relating to claims for damages or losses for property loss, personal injury, or death. Chapter 171 specifically states, "The purpose of the act is to protect Federal employees from personal liability for common law torts committed within the scope of their employment, while providing persons injured by the common law torts of Federal employees with an appropriate remedy against the United States." A tort is a wrongful act, other than a breach of contract, for which relief may be obtained in the form of damages or an injunction. Although not considered an employee of the Government for purposes of claims for damages, personal injury, or death under the Military Claims Act, reference (h), section 2733, a claim arising from an act or omission of a volunteer while providing services under this instruction shall be considered to be a claim incident to non-

combat activities of the Navy for purposes of that act. This act does not prevent an ombudsman from being charged with a crime.

7. Privacy Act. Maintaining records on individuals that are contained in a Privacy Act system of records is covered in Ombudsman Basic Training (OBT) and is per reference (1).

8. Conflicts of Interest. The ombudsman must avoid conflicts of interest in their dealings with the command and family members. Criminal laws relating to conflicts of interest are at reference (m), chapter 11.

9. Responsibility for Supervision of the Ombudsman. The Navy has the responsibility for the primary supervision of ombudsmen when they are providing services to the Navy. This responsibility may be delegated to authorized supervisors per reference (c).

10. Voluntary Services in the Department of the Navy

a. Volunteer services may be accepted per reference (c). Effective management of volunteers is an important element of a successful volunteer program such as the Navy Family Ombudsman Program. A clear description of the duties and scope of responsibility of the ombudsman position is provided in this instruction and within the OBT course. The requirement to familiarize the ombudsman with the organization, their assigned duties, procedures to document the number of hours of voluntary services provided, documentation of the types of services provided and training received, policies and procedures for obtaining reimbursement of incidental expenses, and other relevant matters will be achieved by:

- (1) Reading and compliance with this instruction.
- (2) Attendance and completion of the OBT course.
- (3) Direction from the CO for whom the ombudsman serves.

b. Additionally, the COs and the ombudsman, at the time of appointment, must complete a DD 2793. A copy of the signed agreement should be given to the volunteer prior to commencing volunteer services. Part II of the form will be completed at

the end of the ombudsman's term of service in order to document the dates of the volunteer service. A copy of the completed volunteer agreement shall be given to the ombudsman upon termination of service. A sample of this form can be found in enclosure (14), or a fillable Acrobat Reader version can be accessed at www.dtic.mil/whs/directives/infomgt/forms/ddforms2500-2999.htm. The CO will determine when the documentation of hours and services will be submitted to the command.

c. Volunteer records shall be retained for 3 years following the termination of volunteer service by the command receiving the service.

d. COs shall ensure that neither they nor their paid or volunteer staff violates the provisions of reference (c). By law, no Department of Defense official shall directly or indirectly impede or otherwise interfere with the right of a spouse of a military member to pursue and hold a job, attend school, or perform volunteer services on or off a military installation. Moreover, no official shall use the preferences or requirements of the command to influence or attempt to influence the employment, educational, or volunteer decisions of a spouse.

11. Ombudsmen Health and Welfare. The ombudsman's willingness to volunteer is admirable and of great value to the Navy. The CO does not want or expect the ombudsman to invest so much of their time and energy that their own family is negatively impacted or that their personal health suffers. Obviously, the ombudsman must have the support of their family members if they are to succeed, but it is unreasonable for this service to cause their family members to feel neglected. Also of concern is the possibility of burnout, a common phenomenon in professions that help or care for people. Anyone working too hard can experience burnout, but people working in human services, including the ombudsman, are prone to focus on those they serve and overlook their own needs.

12. Ombudsmen Appreciation/Recognition. Each command will establish a program to recognize and reward the volunteer contributions of their Navy Family Ombudsman. While the nature of the program is within the discretion of the CO, historically, recognition programs have included items such as plaques, light

refreshments at appreciation ceremonies, and individual appreciation meals. Some general guidelines include:

- a. Personally supporting the program, especially with your time.
- b. Valuing the ombudsman's opinion and advice.
- c. Letting the ombudsman know when they have done a good job, in writing or in person, and look for opportunities to provide official recognition at command functions and in publications.
- d. Celebrating Ombudsman Appreciation Day in an appropriate and timely way.
- e. Presenting a personally written letter of commendation or certificate of appreciation at the end of service.
- f. Issuing an official nametag with command emblem attached, inscribed with the ombudsman's title and name.
- g. Purchasing an ombudsman pin through the Navy Uniform Service of the Navy Exchange and given to the ombudsman. While it is usually worn separately from the nametag, it can also be attached to it.
- h. Including the ombudsman's name and E-Mail address in the plan of the day/week.

OMBUDSMAN TRAINING

1. Ombudsman Training. Training is an important factor of a successful Ombudsman Program. Commanding officers (COs) are responsible for ensuring their prospective ombudsman attends Ombudsman Basic Training (OBT). A trained ombudsman is less likely to make errors in judgment that reflect poorly on the command.

2. OBT. OBT is required of all ombudsmen and must be documented per reference (c). This training provides the foundational information necessary for an ombudsman to properly execute the duties required by this instruction and the CO. OBT is coordinated by the local Fleet and Family Support Center's (FFSC's) Ombudsman Coordinator. The FFSC will provide necessary training materials. Local commands will pay reimbursable childcare and mileage while the prospective ombudsman is in training. In locations where training is not available, a command may issue Invitational Travel Orders, per reference (f), to enable the ombudsman the opportunity to complete the course at another installation. To obtain a list of approved training sites, contact Commander, Navy Installations (CNI) (N212) at 202-433-4620/DSN 288. The student must bring a command provided copy of this instruction and any additional program operating guidance provided by CNI to the class.

3. Certified Ombudsman Trainers. The Ombudsman Program Manager will assemble and certify a CNI Mobile Ombudsman Training Team whose purpose is to train and certify trainers to teach OBT. Certification training ensures the standardized course is taught effectively; therefore, only certified ombudsman trainers are authorized to instruct the training. Guest speakers are not authorized. Additional requirements for Certified Ombudsman Trainer training are in the periodic training announcements posted on the Ombudsman Program Web site maintained by CNI and via the local FFSC (www.ffsp.navy.mil/ffsp/ombudsman1/index.htm). All applicants must:

a. Be the spouse of an active duty or reserve Sailor (officer/enlisted), a paid staff member of a FFSC, or senior enlisted/officer.

b. Have completed OBT and have 3 years experience.

c. Be recommended by their spouse's CO. FFSC staff must be recommended by the FFSC director.

d. If applicable, have command-authorized funding for travel and per diem.

4. De-certification of Trainers. De-certification is a serious action and must be given careful consideration. If every reasonable effort is made to correct the deficiency, the sponsoring command should submit a de-certification letter to CNI (N212). De-certification of a Certified Ombudsman Trainer may be necessary for:

a. Instructors who have not taught for 18 months or their skills have deteriorated to the point they cannot instruct OBT effectively. Re-certification is required and will be approved only after instructors complete the ombudsman trainer course again.

b. Instructors who knowingly teach outside the parameters of the standardized course or offer misinformation or poor guidance to the detriment of the students, and refuse to correct their behavior.

5. Advanced Training. Advanced training is required for all ombudsmen, if available, and will be provided by the assemblies or FFSCs. The topics will be determined locally and may include the Family Advocacy Program (FAP), Crisis Response and Management, Stress/Burnout, Handling Grief, Suicide Prevention, Deployment (emotional cycles), Media, etc., and are available at the FFSCs. Other topics considered pertinent may be instructed. If local subject matter experts are utilized, it is important the training hosts ensure the guest speakers understand the Ombudsman Program requirements relating to their areas of expertise. If they disagree with the program and cannot support it during training, they should not be used. Lesson plans and lesson guides must be developed locally.

a. Advanced training may also include Navy-sponsored instruction such as Personal Responsibilities, Values, Education and Training Program; Navy and Marine Corps Relief Society classes; seminars/workshops offered by the FFSC; and local

ombudsmen assemblies. Topics could include subjects such as time management, public speaking, and effective meeting management.

b. It should be clearly stated to all ombudsmen during the interview process that they must complete OBT and pursue advanced training that is offered.

6. Reserve Ombudsman Training. The standard OBT is required of all ombudsmen; however, reserve ombudsmen training supports the unique needs of the Selected Reserves and is available via the office of Commander, Navy Reserve Forces Command (COMNAVRESFORCOM) supported by the Navy Reserve Professional Development Center, New Orleans, LA. COMNAVRESFORCOM is authorized to provide additional instruction during the Drilling Reserve Ombudsman course concerning mobilization and Reserve benefits. It is also exported to select locations each fiscal year.

7. Refresher Training. If a former ombudsman is reappointed, the OBT course must be completed as a refresher if more than 18 months have passed since their last assignment or if more than 3 years have elapsed since they last attended the course.

CHIEF OF NAVAL OPERATIONS OMBUDSMAN-AT-LARGE DUTIES

1. The Chief of Naval Operations (CNO) may appoint, in writing, one or more Ombudsmen-at-Large who will serve as standing members of the Ombudsman Quality Management Board. The Ombudsman-at-Large will report directly to Chief of Naval Operations or designee.
2. Per reference (n), the Commander, Navy Installations (CNI) Ombudsman Program Manager shall officially accept volunteer services in the performance of official duties. The Ombudsman-at-Large shall be assigned by CNI to supervise the volunteers providing these services as part of their official duties. Additionally, to satisfy the requirements of reference (n) pertaining to the supervision of volunteers, the CNI Ombudsman Program Manager has been delegated authority by CNO to supervise the Ombudsman-at-Large concerning their supervision of volunteers providing services to the Ombudsman Program. CNI's supervision of Ombudsman-at-Large is limited to the provision of volunteer services as described herein.
3. The Ombudsman-at-Large may travel to Navy sites with the Naval Inspector General and Master Chief Petty Officer of the Navy. They may also visit commands, meet with command ombudsmen and family members, and attend meetings and conferences. The Ombudsman-at-Large will be provided training and support per the provisions of reference (n). During these visits, information important to the successful operation and improvement of the Ombudsman Program may be learned. Subsequently, this information will be provided to CNI (N212).
4. The Ombudsmen-at-Large, by virtue of their Navy experience, should:
 - a. Understand the broad issues affecting Navy families and submit recommendations to CNI (N212) to improve the program.
 - b. Serve as a source of information for CNI (N2) by providing information gathered during travels around the Fleet.
 - c. Understand Navy family programs available and provide vital, timely, and responsive information to the Navy community.

d. During meetings with ombudsmen, Fleet and Force Ombudsmen, and Ombudsmen Assembly Chairpersons, learn what makes their programs successful and communicate these ideas to the Navy Family Ombudsman Program Manager.

e. Communicate regularly with the Navy Family Ombudsman Program Manager concerning the Ombudsman Program.

f. Be an advocate of the Navy and the Navy Family Ombudsman Program.

g. Provide information and referral to Navy families.

h. Attend Ombudsman Basic Training (OBT) prior to or as soon as possible after appointment and other training to ensure continued familiarization with the Ombudsman Program.

5. The term of service for the Ombudsman-at-Large automatically expires and a letter of resignation is required when their spouse is discharged from active duty or transfers to the Fleet Reserve. A letter of resignation is also required when a new CNO is appointed. The new CNO may request the current Ombudsman-at-Large to remain until a replacement can be found or reappoint the incumbent.

OMBUDSMAN QUALITY MANAGEMENT BOARD

1. The Ombudsman Quality Management Board (OQMB) meets at the discretion of Commander, Navy Installations (CNI) (N21). The board is chaired by CNI (N212). Membership consists of a Navy Personnel Command (NAVPERSCOM) (PERS-6) representative; a chaplain advisor; the Chief of Naval Operations Ombudsmen-at-Large; Fleet and Force Master Chiefs; Fleet and Force Ombudsmen; and other representatives as determined by CNI (N212).
2. The members of the board bring critical experience to this process as Sailors, Navy family members, and program advocates.
3. OQMB functions include:
 - a. Regularly providing input and feedback regarding the operation of the Navy Family Ombudsman Program to CNI (N2) and NAVPERSCOM (PERS-6) via the Ombudsman Program Manager.
 - b. Reviewing and recommending revisions to pertinent directives and the associated training course.
 - c. Providing recommendations to improve support and standardization of the program worldwide.
4. The OQMB Chair will report the results of the board to CNI (N2) and will keep the membership regularly informed of the status of action taken on Board recommendations and program developments as appropriate.
5. The OQMB Chair, after consulting with members of the Board, will advise CNI (N21) on the need to hold the annual meeting. The meeting will be scheduled with sufficient lead-time to ensure members will be able to attend and to develop issue papers.

OMBUDSMAN ASSEMBLY

1. The local Ombudsman Assembly is an important component of the Ombudsman Program. The assembly is an excellent forum for sharing and exchanging successful practices. As with all informational exchanges, confidentiality must be maintained. Established by the sponsoring command (base commander/commanding officer (CO)/area coordinator) in support of tenant commands, the assembly functions only under the supervision and guidance of the sponsor. The functions of the assembly may include:

a. Serving as a resource for an ombudsman's professional growth by arranging topical training.

b. Serving as a liaison for policy discussion and clarification by appropriate local authorities regarding issues of interest to ombudsmen and command family members.

c. Assistance to commands to recognize/show appreciation to their ombudsmen.

d. In the absence of a local Fleet and Family Support Center (FFSC), maintenance of a current roster of area ombudsmen.

e. Other functions as directed by the sponsoring command, e.g., providing resource handbooks and materials, publication of newsletters, distribution of assembly meetings minutes, and maintenance of a calendar of events.

f. Collection and collation of ombudsman monthly metric sheets into a quarterly report to be provided to the CNI Ombudsman Program Manager via the Regional Fleet and Family Support Program Director and local FFSC Ombudsman Coordinator. Additionally, provide a copy to the Force, Fleet, or Regional Ombudsman. Sample forms can be found at the Ombudsman Program Web site (www.ffsp.navy.mil/ffsp/ombudsman1/index.htm).

2. Assemblies are not policy making or supervisory bodies and will not interfere with the operation of individual command Family Ombudsman Programs; however, they may make recommendations about community matters affecting the well being of the area command family members.

3. Because of the structure and diversity of Navy communities and installations, there may be more than one assembly within a geographic area. Assemblies are not hierarchical and do not have authority over another assembly regardless of the rank of the sponsor. Local commanders may decide that one area assembly consisting of all ombudsmen within the geographic location is sufficient.

4. Each sponsoring command shall have a local Ombudsman Assembly instruction. An example of an assembly instruction is at enclosure (18).

5. Assemblies are information-sharing groups and do not function as social clubs. Assemblies shall not establish or maintain treasuries or collect dues for the purpose of sponsoring assembly activities.

6. All appointed ombudsmen of local commands will participate in the assembly. Others, such as senior leadership spouses serving as command ombudsman advisors, command master chiefs (CMCs), and command chaplains, may also attend meetings at the discretion of the assembly's sponsor. Representatives of other military or civilian organizations may be invited to attend meetings to share information about their activities and respond to concerns of the membership.

7. Assembly leadership should be selected and appointed for a specified term, in writing by the sponsoring command. A sample description of the duties of Assembly Chairperson is at page 4 of enclosure (18).

8. The Chairperson must be a current or former ombudsman whose spouse is an active duty or reserve member of a command that is a member of the assembly. A FFSC ombudsman coordinator cannot serve as the chairperson but can serve as an advisor to the assembly. Duties can include representing the sponsoring command as a:

a. Member of committees, boards, or group meetings (those organizations desiring this representation should submit a request through the assembly's sponsoring command).

b. Information and referral liaison with other military and community organizations.

9. Advisory Boards are not required, but may be appointed by the sponsoring command to support and advise the assembly. Membership may include the spouse of the senior military member (officer/enlisted), a chaplain, a CMC, an assembly chairperson, an action officer from the sponsor's staff, and any other interested and appropriately positioned person(s). Appointment to the board must be for a specified term and shall be in writing.

10. The advisory board may be charged with program planning, preparing and regularly updating the local ombudsmen roster, and other duties as assigned.

11. The sponsoring command shall ensure the assembly and the advisory board have any support needed, including materials and clerical assistance, to perform their designated duties.

FLEET AND FAMILY SUPPORT CENTER
DUTIES IN SUPPORT OF OMBUDSMEN

1. The Fleet and Family Support Center (FFSC) can provide a variety of services to support and enhance the effectiveness of local command Family Ombudsman Programs. Additional information can be found at the Ombudsman Program Web site, www.ffsp.navy.mil/ffsp/ombudsman1/index.htm. Specific services to be provided are as follow:

a. Coordinate and offer the standardized Ombudsman Basic Training (OBT) course per assessment of local requirements. This includes advertising the schedule, providing classroom space, arranging for certified OBT trainers, and furnishing students with a copy of all current training materials, as needed. A copy of this instruction will be required during the course. The student's sponsoring command is responsible for printing and issuing it prior to the first day of class. Only those trainers certified by Commander, Navy Installations (CNI) (N212) to instruct OBT should do so. To the maximum extent possible, these trainers should include non-FFSC staff. The use of guest speakers is inappropriate during OBT; however, guest speakers are permitted during advanced training.

b. An ombudsman should attend OBT prior to assuming ombudsman duties, but not later than 6 weeks after appointment. Should the ombudsman not receive this training prior to appointment, the FFSC Ombudsman Coordinator shall arrange, at the command's request, to provide the CNI standardized brief on basic ombudsman duties and responsibilities to the command ombudsman. This standardized brief will provide the ombudsman with a basic introduction to the requirements and responsibilities of the program, especially those regarding the Privacy Act, confidentiality, and items to be reported, prior to beginning the duties of Command Ombudsman. Documentation of training using the standardized brief will be maintained with other training records.

c. If someone does not complete OBT, notify the sponsoring command and explain the details.

d. Help arrange and provide speakers and trainers for advanced training. Advanced training is defined as that which takes place after successful completion of OBT.

e. Coordinate topical speakers for ombudsman assembly meetings.

2. A member of the FFSC staff is assigned as the Ombudsman Program Coordinator. In addition to the training requirements, the coordinator serves as an advisor/consultant to local ombudsmen, the Ombudsmen Assembly, and to commands. The coordinator will not serve as the chairperson for the Assembly. Additionally, other FFSC staff members should provide advice to ombudsmen regarding interventions and approaches to be used with families.

3. The FFSC will:

a. Maintain a current roster of local ombudsmen, including Navy Reserve ombudsmen.

b. Provide space for ombudsmen assembly meetings, if available.

c. Provide personal support and counseling for ombudsmen.

d. Provide office space, supplies, and assistance with newsletter preparation for ombudsmen assembly chairs/coordinators, if required.

e. Coordinate training for ombudsmen assemblies that support ombudsmen educational and informational needs.

f. Consistent with other FFSC priorities, provide assistance to local ombudsmen.

g. Provide program guidance, policy clarification, and recommendations for ombudsmen recognition to commands, if requested.

h. If issues arise that appear to be negatively affecting the local program/family members, the FFSC director/FFSC Ombudsman Coordinator can notify the respective command. By providing accurate and timely information, the respective commanding officer (CO) may then take the appropriate action.

i. Provide information and forms regarding Navy and community resources, including updates and changes.

j. Be a source of many services for Navy families thereby serving as a major referral resource for ombudsmen.

k. Refer command families to their ombudsman and provide information to new arrivals about the Ombudsman Program

l. Receive compiled ombudsmen metrics from the Ombudsman Assembly Chair and forward consolidated report quarterly to the CNI Program Manager via the Fleet and Family Support Program Regional Director each quarter.

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**APPLICATION TO VOLUNTEER FOR A
COMMAND FAMILY OMBUDSMAN POSITION FOR (COMMAND NAME)**

Personal Data: _____ Date: _____

Name (last, first, middle): _____

SSN: _____ Phone #: _____

Name of Spouse: _____ SSN: _____

Mailing Address: _____

Employer: _____ Position: _____

Address: _____

Work PH #: _____ Immediate Supervisor: _____

Work Hours: _____

Background

1. Do you have a valid driver's license?

☐ Yes ☐ No

Issuing State: _____ License No: _____

Exp. Date: _____

2. With the exception of minor traffic violations, have you ever been convicted of, or are you currently charged with any misdemeanors or felonies? (If yes, please explain on back of this page.)

☐ Yes ☐ No

3. Any prior substantiated Family Advocacy involvement?

☐ Yes ☐ No

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Previous Ombudsman/Related Experience

1. Have you ever been a Command Family Ombudsman before?

☐ Yes ☐ No

If yes: Command: _____ Dates of Assignment: _____

Reason for leaving: _____

Command: _____ Dates of Assignment: _____

Reason for leaving: _____

2. Have you previously completed Ombudsman Basic Training?

☐ Yes ☐ No

Date completed: _____

3. Other training/experience that will help you effectively perform the duties of an ombudsman:

Medical History

1. Do you have any medical problems that might restrict you from performing necessary duties (depending on the command, can require going aboard ship or boat)?

☐ Yes ☐ No

If yes, please explain: _____

References (please read carefully)

1. List three references. Include name, complete address and phone number of each. Members of your family and individuals who reside in the same household may not be used as references. Please advise your references that they may be contacted by this

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command. References may include members of this or former commands as well as employer, former employer, etc.

a. Name: _____ PH#: _____

Address: _____

b. Name: _____ PH#: _____

Address: _____

c. Name: _____ PH#: _____

Address: _____

I hereby certify that all entries on this application are true and complete. I understand that any falsified information or misrepresentation of the facts may result in the denial of selection or revocation of appointment regardless of length of service. I agree to abide by the applicable regulations and policies of Navy Command Family Ombudsman Program as prescribed by OPNAVINST 1750.1E and with the requirements of the Commanding Officer or their duly appointed representative.

Signature: _____ Date: _____

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SAMPLE OMBUDSMAN QUALITIES

Do not expect to find someone who possesses every desired quality. Look for potential maturity and experience with Navy life. A good candidate will grow into an effective ombudsman.

Desirable Qualities	Remarks/Notes
Prior volunteer experience, especially as an ombudsman.	
Time and energy for the job.	
A team player, friendly, confident, a "doer."	
Intelligent, caring, good communicator, works well with other people.	
Mature, patient, flexible, stable.	
Good role model.	
Positive and optimistic.	
Possesses at least basic computer skills.	

Undesirable Qualities	Remarks/Notes
Likes to gossip or moralize about others.	
Has severe personal problems; especially those who were referred to Navy or civilian services for child or spouse abuse.	
Someone who does not demonstrate support of overall Navy goals and the command mission.	
Someone whose spouse is experiencing professional/disciplinary problems at work. An ombudsman cannot be expected to support the command when adverse action may be taken against the spouse.	
Chronic complainer.	

GUIDE FOR INTERVIEWING CANDIDATES

1. Interviews are sometimes defined as a conversation with a purpose and are used to further evaluate candidates for selection. Normally the interview is a one-on-one meeting between the selecting official and the candidate. The purpose of the interview is to obtain position-related information from the candidate to make a selection decision. The meeting should include a description of the duties of the position and your performance expectations. Documentation of the interview is maintained by the selecting official(s).

2. Developing Questions. Only questions which concern the knowledge, skills, and abilities required to perform the desired duties should be used. Generally, interview questions should:

a. Strive to provide evidence of the candidate's knowledge, skills, and abilities.

b. Not have a "yes" or "no" answer.

c. Be objective, allowing the candidate to provide sufficient information.

d. Be position-related.

e. Not have "obvious" answers.

f. Use appropriate vocabulary.

g. Not be a "test."

3. Verbal communication skills can be directly observed during the interview. For abilities involving interpersonal relations, questions should not automatically trigger a socially acceptable response (i.e., "Do you like working with people?").

4. Follow-up questions may be needed to get additional pertinent information. The interviewer needs to ensure there is sufficient data for making a documented rating decision before proceeding to the next question.

5. Most questions should be open-ended encouraging the candidate to talk. Avoid the following types of questions:

a. Multi-questions that ask for several responses are confusing for both the applicant and the interviewer. In most cases, ask questions one at a time.

b. Leading questions, which suggest a desired answer and do not elicit an objective response, should be avoided in an interview (e.g., "You do like working with people, don't you?").

c. Vocabulary used in questions should be geared to the level of the interviewees. Avoid jargon or acronyms, which may intimidate candidates.

6. The following suggestions are provided to assist interviewers in developing sound interviewing skills by being familiar with the "do's and don'ts" of conducting interviews:

a. Allow equal interview time for each candidate and to rate responses following each interview.

b. Secure an interview room free from interruptions and distractions. Make sure the seating arrangement allows the candidate to feel comfortable.

c. Explain the purpose of the interview, the duties of the position and your performance expectations.

d. Acquire sufficient information for making a documented rating decision on each knowledge, skill, or ability factor.

e. Ask follow-up questions when a candidate's initial response is inadequate to rate.

f. Complete an interview worksheet on each candidate before interviewing the next. If more than one interviewer is involved, discuss ratings and try to reach consensus following the interview.

g. Prepare for the interview by becoming familiar with the questions to be asked and the knowledge, skills, and abilities you wish to rate.

h. Express appreciation for the candidate's participation and time away from work or home.

i. Conclude the interview by summarizing what will happen next in the selection process.

7. All of the following questions reflect not only good interviewing techniques, but they also reflect how important the interviewer personality is to the success of the interview.

a. Did I refrain from making a judgment about the candidate during the first minutes of the interview?

b. When the applicants seemingly finished a remark, did I pause to give them a chance to talk further?

c. Did I occasionally repeat parts of the key sentences to the candidates to allow them to elaborate?

d. Did I ask one question at a time?

e. Did I appear interested in the candidates and did I give them my full attention?

f. Did I avoid expressing approval and disapproval of the candidates?

g. Did I avoid indicating my own attitude?

h. Did I use language appropriate to the candidate?

i. Did I talk the minimum amount?

j. Did I control the direction of the interview?

k. Did I obtain maximum information on all relevant points?

l. Did I take notes to document ratings on critical behaviors?

m. Did I give the applicant an opportunity to ask questions?

n. Did I cover the necessary points on closing the interview?

SAMPLE OMBUDSMAN QUESTIONS FOR THE COMMANDING OFFICER

1. How often will we meet?
2. What is the command policy for communication with significant others or parents?
3. What additional items to report do you have?
4. Who will be the primary point of contact for the ombudsman?
5. What are the procedures for reimbursements while in port and while deployed?
6. What roles will the Command Support Team spouses play?
7. What are the procedures to ensure accurate roster updates?
8. How often will a newsletter go out? Will it be a Command Newsletter or the Ombudsman Newsletter? Who will be the reviewer?
9. How will we communicate during deployment?
10. What information should not be sent via E-Mail?
11. What is the role of the ombudsman in the command's disaster plan?
12. Under what circumstances and when should the official phone/E-Mail tree be activated?

27 Jun 05

FOR OFFICIAL USE ONLY (When Filled In)

VOLUNTEER AGREEMENT FOR			
APPROPRIATED FUND ACTIVITIES		NONAPPROPRIATED FUND INSTRUMENTALITIES	
PRIVACY ACT STATEMENT			
AUTHORITY: Section 1588 of Title 10, U.S. Code, and E.O. 9397. PRINCIPAL PURPOSE(S): To document voluntary services provided by an individual, including the hours of service performed, and to obtain agreement from the volunteer on the conditions for accepting the performance of voluntary service. ROUTINE USE(S): None. DISCLOSURE: Voluntary; however failure to complete the form may result in an inability to accept voluntary services or an inability to document the type of voluntary services and hours performed.			
PART I - GENERAL INFORMATION			
1. TYPED NAME OF VOLUNTEER (Last, First, Middle Initial)		2. SSN	
3. DATE OF BIRTH (YYYYMMDD)		4. INSTALLATION	
5. ORGANIZATION/UNIT WHERE SERVICE OCCURS		6. PROGRAM WHERE SERVICE OCCURS	
7. ANTICIPATED DAYS OF WEEK		8. ANTICIPATED HOURS	
9. DESCRIPTION OF VOLUNTEER SERVICES			
PART II - VOLUNTEER IN APPROPRIATED FUND ACTIVITIES			
10. CERTIFICATION I expressly agree that my services are being provided as a volunteer and that I will not be an employee of the United States Government or any instrumentality thereof, except for certain purposes relating to compensation for injuries occurring during the performance of approved volunteer services, tort claims, the Privacy Act, criminal conflicts of interest, and defense of certain suits arising out of legal malpractice. I expressly agree that I am neither entitled to nor expect any present or future salary, wages, or other benefits for these voluntary services. I agree to be bound by the laws and regulations applicable to voluntary service providers and agree to participate in any training required by the installation or unit in order for me to perform the voluntary services that I am offering. I agree to follow all rules and procedures of the installation or unit that apply to the voluntary services I will be providing.			
a. SIGNATURE OF VOLUNTEER		b. DATE SIGNED (YYYYMMDD)	
11. a. TYPED NAME OF ACCEPTING OFFICIAL (Last, First, Middle Initial)		b. SIGNATURE	
c. DATE SIGNED (YYYYMMDD)		12. CERTIFICATION	
I expressly agree that my services are being provided as a volunteer and that I will not be an employee of the United States Government or any instrumentality thereof, except for certain purposes relating to compensation for injuries occurring during the performance of approved volunteer services and liability for tort claims as specified in 10 U.S.C. Section 1588(d)(2). I expressly agree that I am neither entitled to nor expect any present or future salary, wages, or other benefits for these voluntary services. I agree to be bound by the laws and regulations applicable to voluntary service providers, and agree to participate in any training required by the installation or unit in order for me to perform the voluntary services that I am offering. I agree to follow all rules and procedures of the installation or unit that apply to the voluntary services that I am offering.			
a. SIGNATURE OF VOLUNTEER		b. DATE SIGNED (YYYYMMDD)	
13. a. TYPED NAME OF ACCEPTING OFFICIAL (Last, First, Middle Initial)		b. SIGNATURE	
c. DATE SIGNED (YYYYMMDD)		14. AMOUNT OF VOLUNTEER TIME DONATED	
15. SIGNATURE		16. TERMINATION DATE (YYYYMMDD)	
17. a. TYPED NAME OF SUPERVISOR (Last, First, Middle Initial)		b. SIGNATURE	
c. DATE SIGNED (YYYYMMDD)		18. SIGNATURE	

DD FORM 2793, FEB 2002

PREVIOUS EDITION IS OBSOLETE.

Exception to Standard Form 50 granted by Office of Personnel Management (OPM) waiver.

LETTER OF APPOINTMENT FORMAT

Dear [name of ombudsman],

Congratulations on your selection as a member of (name of command)'s Family Ombudsman Program. As such, you will play a critical role in helping to maintain family readiness.

While an ombudsman, your responsibilities will be many and varied and you can expect to be asked to help in many areas affecting the readiness and morale of this command's family members. These responsibilities include:

Note: All appointment letters should include the following:

- a. Welcoming Sailors and their families to the command.
- b. Complying with the ombudsman instruction.
- c. Referring families to available services and resources at (name of installation) and in the surrounding community.
- d. Passing information to our families via the family phone tree.
- e. Assisting with the production of the command or ombudsman newsletter.
- f. Helping with deployment activities.
- g. Attending all required training.
- h. Attending assembly meetings.

My door is always open to you. Your command point of contact is my Command Master Chief, Master Chief Joe Sailor. He can be reached at (XXX) XXX-XXXX. Your official command address is:

[Your Name]
Command Family Ombudsman
USS EVERSAIL
FPO AE XXXXX-XXXX

OPNAVINST 1750.1E
27 Jun 05

Please use this address when mailing or receiving mail in your official position as Command Family Ombudsman.

Sincerely,

CO

NOTE: If the new appointee has previous experience as an ombudsman, the recommended probation period is 3 months. If there is no previous experience, the recommendation period is 6 months. Whatever the length of the probation, it should be indicated in the appointment letter.

Copy to:

File

Fleet and Family Support Center

Local Assembly Chair

OMBUDSMAN RESIGNATION LETTER FORMAT

From: (Ombudsman)
To: (Commanding Officer)
Via: (Point of Contact)

Subj: RESIGNATION AS COMMAND FAMILY OMBUDSMAN

Ref: (a) OPNAVINST 1750.1E

1. Per reference (a), I tender my resignation as this command's family ombudsman, effective (date), for the indicated reason:

☐ Change of command.

___ I am available to continue as the Command Family Ombudsman at the discretion of the new commanding officer.

___ I am not available to continue as the Command Family Ombudsman for the new incoming commanding officer.

☐ Transfer of my spouse.

☐ Personal reasons.

2. I appreciate the opportunity I have had to serve the command and the command family members.

Sincerely,

(Ombudsman name)

OPNAVINST 1750.1E
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OMBUDSMAN TERMINATION LETTER FORMAT

From: Commanding Officer
To: (Ombudsman)

Subj: TERMINATION OF APPOINTMENT AS COMMAND FAMILY OMBUDSMAN

Ref: (a) OPNAVINST 1750.1E

1. Per reference (a), your appointment as this Command's Family Ombudsman is terminated immediately for (examples for termination)

- a. Breach of confidentiality.
- b. Unavailability to command family members.
- c. Failure to execute this command's Ombudsman mission, as directed by appropriate authority.
- d. Failure to participate in required and available training, as directed.
- e. Incompatibility with chain of command.

2. Thank you for your service.

(Commanding Officer's signature)

Enclosure (17)

SAMPLE OMBUDSMAN ASSEMBLY INSTRUCTION

(COMMAND) INST 1750.XX
(Code)
(Date)

(COMMAND) INSTRUCTION 1750.XX

Subj: OMBUDSMAN ASSEMBLY

Ref: (a) OPNAVINST 1750.1E

Encl: (1) Ombudsman Assembly Chairperson Description of Duties

1. Purpose. To provide guidance and establish procedures governing the organization and operation of COMXXXGRU 5 Ombudsman Assembly.
2. Cancellation. (COMMAND) INST 1750.XX.
3. Background. The Chief of Naval Operations established the Navy Family Ombudsman Program on 14 September 1970. Reference (a) contains program requirements and guidelines for execution of this program throughout Navy. The Command Family Ombudsman serves as a communication link between the command, command family members, and as an information and referral specialist.
4. Discussion. The Ombudsman Assembly exists to support the local, appointed command ombudsmen. As a non-policy making and non-supervisory entity, it serves primarily as a forum for discussion among the membership and to help provide continuing training opportunities. It is also an advocate for Navy's mission and Navy family members.
5. Assembly Membership. Membership in the Ombudsman Assembly, per reference (a) and this instruction, shall include the appointed ombudsmen of all commands resident at the station, including local tenant and afloat commands, and any other commands in the area which need support, such as the naval hospital. Membership begins when individuals submit their ombudsman letter of appointment from the sponsoring command and will continue until a notice of termination is received from the

(COMMAND) INST 1750.XX

command. Commanding officers, executive officers, command master chiefs, chaplains, and their respective spouses, are encouraged to attend all Ombudsman Assembly meetings and activities. Other interested parties are invited to attend.

6. Action. (Issuing command) will:

- a. Appoint an action officer as liaison with the assembly.
- b. Appoint an Ombudsman Assembly Chairperson, in writing, for the designated term of office.
- c. Ensure the assembly has a suitable place to conduct meetings.
- d. Provide administrative support, including administrative supplies and printing services as deemed appropriate.

7. Ombudsman Assembly Chairperson. The Assembly Chairperson must be a current or former ombudsman. The Fleet and Family Support Center should not serve as the Assembly Chairperson, but can serve in an advisory capacity. Term of office will be for 1 year but may be renewed for another term at the discretion of the member and [issuing command].

8. Fleet and Family Support Center Ombudsman Coordinator will serve as an advisor to the assembly, maintain an up-to-date ombudsman recall list, and provide this list to the assembly chair as it is modified. Additional support will be determined by [issuing command] and may include:

- a. Assistance in planning continual training for ombudsmen.
- b. Agenda recommendations for monthly assembly meetings.
- c. Offering program guidance and policy clarification in consultation with the Ombudsman Program Manager, as applicable.
- d. Additional, appropriate assistance as requested by commanding officers/ombudsmen.

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9. Assembly Meetings and Activities. The assembly is not a policy making body and in no way will interfere with the individual command/ombudsman relationship or duties.

a. The Ombudsman Assembly shall meet monthly for the purpose of sharing information and as a resource for advanced ombudsman training and other functions as directed by sponsoring commands (e.g., provision of area resource handbooks and materials, publication of a newsletter, and maintenance of a calendar of events).

b. The assembly may make recommendations about community matters that affect the well being of area families. The group may not petition or actively and aggressively protest command-initiated action or policy.

10. Ombudsman Recognition. The assembly is authorized to assist commands to recognize and show appreciation of all command ombudsmen, per reference (a). The Fleet and Family Support Center Ombudsman coordinator may be invited to work closely with the assembly and the commands to provide appropriate recognition of the ombudsmen in conjunction with Ombudsman Appreciation Day, 14 September, and on other occasions as appropriate.

J. A. BOSS
Captain, U.S. Navy

Distribution:

(COMMAND) INST 1750.XX

OMBUDSMAN ASSEMBLY CHAIRPERSON DESCRIPTION OF DUTIES

1. Responsibilities:

- a. Practice and enforce application of the Ombudsman Code of Ethics during all assembly meetings and activities.
- b. Preside over all meetings of the Ombudsman Assembly.
- c. Call special meetings as required.
- d. Provide information and support to the area ombudsmen.
- e. Team with the Fleet and Family Support Center Ombudsman Coordinator to plan and schedule monthly training to meet member needs. Make sure that prospective speakers/trainers have the necessary education and experience to meet training requirements. This includes a clear understanding of OPNAVINST 1750.1E policy regarding the topic.
- f. Prepare and distribute an agenda for all meetings.
- g. Serve as a member of all standing committees and special committees deemed necessary by [issuing command].
- h. Review all assembly correspondence prior to distribution and maintain copies on file.
- i. Ensure the assembly is represented at meetings pertaining to Quality of Life issues that directly affect family members, per approval of the commander.
- j. Coordinate with the Fleet and Family Support Center to perform orientation of all newly appointed ombudsmen.
- k. Receive and compile program activity metrics from the local Ombudsmen and forward a consolidated report quarterly to Commander, Navy Installations Program Manager via the Fleet and Family Support Program Regional Director.

Enclosure (1)

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1. Follow the specific requirements/guidelines of reference (a) and this instruction.

2. Chairperson qualifications:

a. Current or former ombudsman possessing a working knowledge of the military chain of command and lifestyle.

b. Good judgment, sound leadership skills, and demonstrated ability to communicate effectively, both orally and in writing.